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CONVERSION OF OPERATIONS SUPPORT OFFICERS  
to the  
OFFICE OF GENERAL ADMINISTRATION

Attachment A

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The purpose of this paper is to propose the conversion of the Directorate of Operations (DO), Operations Support Officers (OSOs) to the Directorate of Administration, Office of General Administration (OGA). The proposal is divided into several sections: Background, Pros and Cons, Transition Plan, OGA Career Subgroup Structure and a draft Memorandum of Understanding.

The primary challenge facing OGA and the DO Career Management Staff (CMS) is developing communications and implementation strategies that maximize open dialogue with OSO's and members of the MG Career Service, the two groups of affected personnel. To allow for adequate development and implementation of a transition plan it will likely take a minimum of a year and a half from the time a memorandum of understanding is signed to the initial phases of organizational unity.

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Background

25X1 1. The Directorate of Operations (DO) Operations Support Officer (OSO)  
25X1 career track (Category O) is comprised of officers in grades GS-07 through  
GS-12 who are engaged in the planning, organizing and implementing of  
administrative, operational, logistical, financial, personnel, cover,  
analytical and technical activities which directly support the collection and  
dissemination of intelligence. The total population of OSO Officers  
performing some facet of administrative and operational support numbers [redacted]  
Initial analysis suggests that approximately [redacted] OSOs are linked  
functionally to the duties and responsibilities of Management Generalists (MG)  
in the Office of General Administration (OGA).

25X1 2. OSO's may be divided into two groups. The first is comprised of [redacted]  
full-time staff employees who perform the full-range of generalist admin and  
operational support activities. Generally they are assigned overseas in small  
25X1 stations and as regionally based rovers. The second group consists of [redacted]  
full-time staff employees who perform more specialized duties in the fields of  
logistics, finance and personnel. They are generally located at HQS, the U.S.  
field and at larger overseas installations. A file-by-file review is  
necessary to distinguish between admin/support OSOs and those OSOs performing  
primarily analytical and technical roles such as systems administrators,  
reports or cover officers. The admin support OSOs would be targeted for  
conversion to OGA while the systems administrators, reports and cover officers  
would not.

25X1 3. The following breakdown, by grade of the employees reflects the total  
population of full time OSOs and their locations:

[Redacted content]

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Pros and Cons

1. Weighing the pros and cons, there are significant positive reasons to convert the OSO's from the DO to the DA with little fiscal/organizational cost or impact to either directorate. There is, however, the potential for negative perceptions on the part of a few OSOs and MG Officers which must be addressed. Enhanced career development for the OSO's is the primary positive result of the conversion. As the statistics on the preceding page illustrate, the majority of OSOs are in the GS-07 - GS-09 range: 85% of specialists and almost 70% of generalists. Converting OSOs to OGA will offer the OSOs increased opportunities for more senior positions than is currently available in the DO. The logic of co-locating two career subgroups with similar organizational missions and functions is also a significant factor.

## 2. The Pros:

25X1 A. OSO's have very limited career progression above the GS-10 level: There are only ☐ GS-11's and ☐ GS-12's. Absorbing the OSO's into OGA will provide opportunities for successful OSO's to transition into more senior support positions than are currently available in the DO.

B. OSO's performing administrative and operational support duties have knowledge, skills, and abilities which are generally the same as MG Officers. Absorbing the admin OSO's into OGA recognizes the functional similarity and provides a linkage of officers performing essentially the same functions from GS-07 - SIS in one component.

C. A single office would have the responsibility for establishing uniform standards which ensures that each person has the best preparation possible, in the form of training and relevant experience, for each assignment thereby providing consistency and quality control. It would also provide for more effective administrative support to Agency components.

D. OSO's who are not mobile will benefit from the expanded opportunities for HQS and U.S. field positions OGA can offer. MG Officers, primarily at the GS08/09 level, would have additional domestic and field positions in which they could be assigned.

E. It does not adversely affect the DO. The positions remain on the DO's staffing. OSO's are not forced to convert to OGA and may remain in OGA designated positions.

F. Career development and evaluation would be the responsibility of OGA, an office which specializes in administrative support. Today, OSO's are evaluated and ranked by DO Officers with varied backgrounds, few of whom are knowledgeable about support work.

G. There would be an infusion of officers with operational experience into the MG Career Service.

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3. The Cons:

A. Absorbing OSO's into OGA may establish, or create a perception of, a "caste system" between OSO's and MG Officers. Many OSO's could not compete with MG Officers for assignments and promotions unless a separate ranking and rating process is established.

B. OGA could inherit problem employees who adversely impact on the MG Career Service's esprit de corps.

C. A perception may be created that OGA absorbed OSO's to gain control of additional overseas and domestic positions.

D. Expectations on the part of some OSO's who believe that being transferred to OGA automatically puts them in a preferred position for selection into the MG career service.

E. During periods of "down sizing" of overseas position, the DA could be "inheriting" people without positions. The issue of placement arises.

F. Some OSOs may not be willing to transfer to the DA.

G. Some OSOs are members of tandem couple assignments. The DA would assume responsibility for the assignment process of these tandem couples.

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Transition Plan

1. This transition plan details the steps to be taken in the conversion process. The key phase of the transition will be the communications plan which will probably last up to a year. Change of any kind is often viewed as threatening. OSOs, both those selected and personnel not designated for conversion to OGA, must be fully informed at each step in the process and given opportunities to communicate their concerns. Communications must also be directed at MG Officers who may have negative perceptions. OGA and DO/CMS will actively interact with affected personnel throughout the conversion process. A transition handbook will contain comprehensive details concerning all aspects of the conversion.

2. Once the Memorandum of Understanding (MOU) is signed, D/OGA and C/DO/CMS will appoint two (2) representatives each to serve on a Transition Committee (TC). Additionally four (4) positions: a career management officer (CMO), two (2) personnel officers and a training officer, will be established in OGA.

3. The Transition Committee will be charged with developing a plan which does four things: First, it identifies the OSOs who are performing admin and ops support work from the total Category O population. Second, the TC will develop a communications plan which includes a comprehensive handbook which explains the conversion process. It will be made available to affected OSO's and MG Officers worldwide. Third the TC will develop an implementation strategy with specific timetable. The implementation plan will allow ample opportunities for communications with OSO's and MG Officers and finally, a strategic plan for inclusion of OSOs will be developed and incorporated with the MG career service strategic plan.

4. Phase I Identify Personnel/Develop Career Profiles.

The TC's first responsibility will be to review the personnel files of all Category O officers to identify those personnel who are performing support duties. Members of tandem couples will be also be identified. An initial decision regarding an individual's placement in the MSG or MSS subgroup will be made. The TC will develop a communications strategy which stresses group and individual sessions for affected employees. There will be many opportunities to exchange information. A key element of the dialogue will be a handbook which discusses the reasons for the new subgroups, key elements of the MOU, the pros and cons and a question and answer format for significant concerns. The CMO will be responsible for developing panel structures, career development and training profiles for the MSG and MSS career subgroups for inclusion in the handbook. A discussion of OGA and the MG career subgroup will also be included. The Office of Personnel, Organizational Development Branch OP/ODB will be asked to work with the transition team to develop an implementation strategy. It is expected that phase I will take up to 6 months.

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5. Phase II Communications

The communications process is the most important segment of the transition and therefore is the longest. The OSOs who are identified in Phase I will receive a letter from D/OGA and C/DO/CMS with the handbook. The HQS and U.S. field OSOs will be invited to group sessions to discuss conversion. During the conferences OSOs will be scheduled for one-on-one sessions with the CMO or TC referents. Overseas OSOs will receive a cable containing key details of the handbook followed by a copy via pouch. Overseas OSOs will be invited to regional conferences and encouraged to meet with OGA reps while on R&R or home leave in the HQS area. A minimum of six (6) to eight (8) months will be needed to communicate with all concerned employees. Timing in this phase will be flexible and tied to the success of the communications efforts. Implementation would be delayed if additional time for communications is needed.

6. Phase III Implementation

A target date for the initial conversions of OSOs will be identified. The "conversion window" will be at the end of the communications phase and last for 90 days for both HQS and U.S. field OSOs. An additional 60 days may be needed for overseas OSOs to communicate with OGA and CMS. Positions incumbered by OSOs serving in support capacities will be designated as MSG or MSS on DO staffing complements although the positions remain DO. MSG and MSS panels will be established along the lines of the MG subgroup evaluation panels. As detailed in the MOU, OSOs who do not convert will be able to remain in their current position until the end of their tour. At that time, they will be assigned to a non-OGA designated positions or be considered by OGA, on a case-by-case basis, for rotation into MSG or MSS position as a DO careerist. During the first year of the conversion maximum flexibility will be allowed for these types of assignments.

7. During phase III, OSOs will be considered for training. All OSOs will be scheduled for special runnings of the DA Ops Course. The field admin portion of the course would only be scheduled for those MSG career subgroup officers who have not had the training. Members of the MSS subgroup would be included in the DA Ops Course if it is anticipated that the individuals will convert to the MSG track in the future.

8. Phase IV Strategic Plan.

At the time the MSG and MSS career subgroups are established a committee made up of members of the TC and the career subgroups will develop a strategic plan for the career subgroups. This plan, will be modeled on the MG Career Service plan.

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OGA Career Subgroup Structure

1. After conversion of OSOs to OGA, the Office will serve as "home base" for three (3) career subgroups: Management Generalist (MG), Support Generalist (MSG) and Support Specialist (MSS). Detailed profiles for each will be developed as part of the transition plan.

2. In brief, The MG subgroup spans grades GS-08 - SIS. The MG Officer at the journeyman level fills support positions in medium sized HQS components and overseas sites and manages small to medium size administrative staffs. The MSG subgroup spans grades GS 7-12 and fills small sized U.S. field and overseas installations. At the senior levels the Support Generalist may occupy rover positions and convert to the MG career track. The MSS career track includes personnel from GS-05 to GS-11 and generally consist of OSOs whose work is specialized (i.e. admin, personnel, finance assistants).

3. Three (3) separate career management and panel/promotion evaluation processes would be developed. At some grade level (i.e. GS-11 and 12) officers from the three subgroups may be ranked and categorized together. This would allow a corporate review and decision making regarding movement from one subcategory to another based on performance, experience and personal choice.

4. There would flexibility in the assignment process. For example a MSG could be assigned to an MG position domestically or overseas and a MG Officer, particularly at the junior grades, might be assigned to a MSG or MSS position to broaden their technical experience in component support work. As detailed in the MOU, OSOs who remain D careerists may remain in OGA designated positions for a negotiated period of time. MSG/MSS personnel will have opportunities for reassignment to DA offices and ultimately may be considered for conversion to DO office career subgroups.

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MEMORANDUM OF UNDERSTANDING  
BETWEEN THE  
DIRECTORATE OF OPERATIONS  
AND THE  
DIRECTORATE OF ADMINISTRATION

25X1 A Memorandum of Understanding, the final part of this proposal, provides the guidelines for converting OSOs from the "D" Career Service to OGA. From a resource standpoint the MOU establishes basic agreements such as the OSO positions would remain DO positions but designated as being filled by OGA as is currently the case with MG positions. Agreement would also be made regarding the small number of DO positions that would be assigned to OGA to administer career management and training functions for the [ ] OSOs. Finally, the MOU is a source of information for interested parties to turn to in gaining an understanding of the principles establishing the new OGA subgroups.

25X1 1. This Memorandum of Understanding (MOU) formalizes the agreement between the Directorate of Operations (DO) and the Directorate of Administration (DA) to transfer from the DO to the DA the career management cognizance of Operations Support Officers (OSOs) performing support functions. Specifically, the approximately [ ] OSOs in functional career categories "3" and "6" who are performing either administrative generalist or administrative specialist functions. The career service designation of those OSOs who are converted will be changed to MSG and MSS respectively.

2. A file-by-file review will be conducted by a joint DO/Career Management Staff and OGA Transition Committee to determine which OSOs fit the administrative profile, as opposed to those who are engaged in primarily operational support. Once identified, the administrative OSO population will be sent letters providing them details of the new OGA career subgroups, career development and training opportunities. OSOs identified for conversion will be invited to attend conferences to discuss the career transition: Conferences for domestically assigned OSOs will be held at HQS and regional overseas conferences will be held for those assigned to the foreign field. Attendance at these conferences will be funded by the DO.

3. The positions encumbered by administrative OSOs will remain DO positions but will carry a MSG or MSS service designation and will be filled by OGA as is currently the case with DA designated positions in the DO. In the event of OSO position reductions the DO will carry any displaced personnel on DO roles for a period of two (2) years unless the OSOs can be absorbed into the DA sooner. Administrative OSOs who opt not to transfer to OGA will be permitted to remain in their current positions until the end of their current tour. At that time they will be reassigned to a non-OGA designated position, or will be considered by OGA, on a case-by-case basis, for rotation into an OGA position as a DO careerist.

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4. Once the MOU is signed the DO will transfer four (4) positions to OGA to be designated as Career Management Officer, two (2) Personnel Officers and a Training Officer. The CMO position will be at the GS-14 level, one GS-13 Personnel position and, Training and Personnel Officer positions at the GS-12 level. Incumbents in the positions will report to Director, OGA.

5. A period of approximately eighteen (18) months, which will begin at the time the MOU is signed, will be required to develop and implement this transition. Throughout the process OGA and CMS will work together to develop strategies and plans which optimize communications with affected personnel while minimizing organizational problems which are likely to occur as the conversion proceeds.

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Deputy Director for Administration

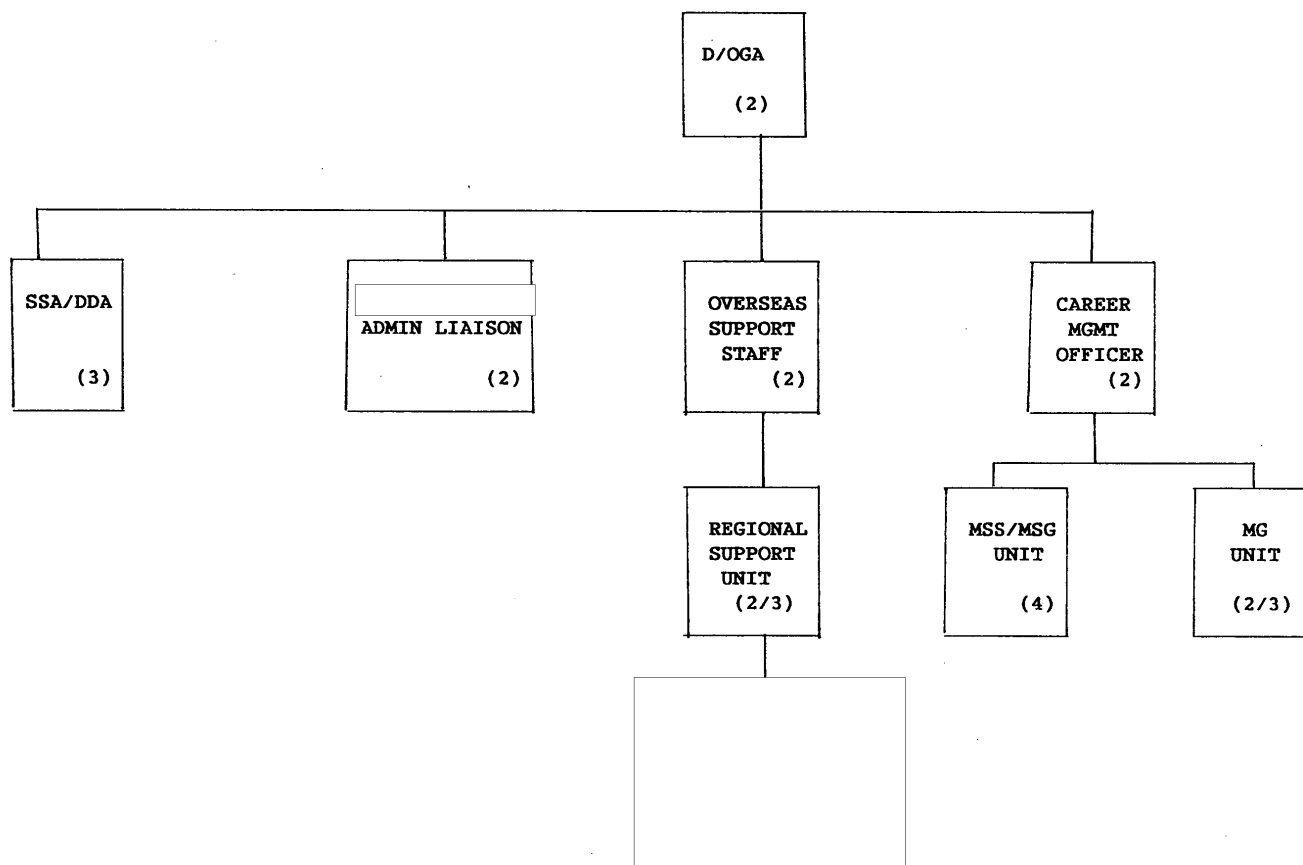
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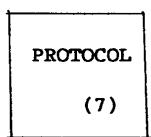
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